COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

1978-79 Budget

INDEX

Budget Message
Budget Review Committee Meeting Minutes
Administrative Counseling Reports
Department of Justice Building
Budget Summaries
Aid to Local Government Contracts
Organization Charts
Proposed Allocation of Positions POST Composite Organization Charts Executive Office Organization Chart Administration Division Organization Chart Operations Division Organization Chart 1978-79 Budget Schedule of Adjustment to Reflect Reorganization
1977-78 Budget
1976_77 Actual Expanditures

	AGENDA ITEM SUMMARY SHEET	
Agenda Item Title		Meeting Date
Fiscal Year 1978/79 POST 1	Budget	October 13-14, 1977
Division	Division Director Approval	Researched By
Administration .	Otto H. Saltenberger	
W. P. Jalington	Sept. 14. 1977	Date of Report
Purpose: Decision Requested 💢 In	formation Only . Status Report .	Financial Impact Yes (See Analysis No
In the space provided below, briefly		ANALYSIS and RECOMMENDATIONS.

The Budget Review Committee met on August 18, 1977, to give staff direction on preparation of the F.Y. 1978/79 POST Budget. The actions of the Committee are contained in the meeting minutes and are presented for confirmation by the Commission.

Included for your consideration are reports concerning the Administrative Budget, the Aid to Local Government Budget, an evaluation of our Administrative Counseling service, and physical relocation of staff in the new Department of Justice building.

Administrative Budget

The current budget approved by the Legislature requires the reduction of one assistant director at the end of this fiscal year. While it is not mandated by the Legislature to further reduce the number of assistant directors, in my judgment the organization will perform better with two divisions and fewer personnel in administrative counseling. This is further explained in the enclosed Administrative Counseling Evaluation report, page 5, and the proposed organization, pages 13-17.

The primary staff effort in 1978-79 will be the production of better field services through the Standards and Training counselors. The feedback I receive indicates most chiefs and sheriffs desire the more frequent contacts. Also, more attention is being paid to development of new courses (especially job-specific) and the evaluation of all instruction.

The addition of a word processing operation will allow for the reduction of at least two clerical personnel. Before the year is out we may, through attrition, find we can reduce the clerical staff even further.

As you are aware, a data processing feasibility study is now being conducted. It will not be completed until February or March of 1978, which precludes our inserting anything other than a note in the budget package. We have been assured by Finance that if a decision is made by March, the funds for implementation can be inserted. You will be asked to approve an augmentation if the feasibility study is positive.

The overall Administrative Budget will be reduced about 5%, which is a little over \$120,000. With the exception of in-state travel, there is a proportionate decrease in all categories.

Utilize reverse side if needed

Aid to Local Government

Since we have no experience with job-specific reimbursement, it is difficult to project what will happen in 1978-79. The Committee suggests we submit the baseline figure as reflected on page 1 of the budget report. Also, decisions about contracts, including C.S.T.I., are not usually made until later in the year. Should it become necessary to increase this category because of a Commission decision to contract for more services, or due to increased reimbursements caused by use of the job-specific courses, etc., we can request an augmentation.

Department of Justice Building

At this time efforts are being made by Department of Justice, Finance and the Administrative Analyst to include monies in the 78-79 Department of General Services Building budget for POST office space in the new DOJ building. As a preliminary step, I have written a letter (page 10) to the Director of General Services indicating the Commission's desire to move into that state-owned building when it is completed, about 1980. We have been assured the cost for space will be no more and probably less than our present facility.

Memorandum

POST Commission

Date : August 22, 1977

Executive Director

From : Commission on Peace Officer Standards and Training

Subject: POST Budget Review Committee Meeting

August 18, 1977

Board Room, Western Airlines Los Angeles National Airport

In Attendance: William J. Anthony - Chairman

Brad Gates - Member
Robert F. Grogan - Member
Kay Holloway - Member
Jacob J. Jackson - Member

William R. Garlington - Executive Director

Otto H. Saltenberger - Assistant Director, Administration

Chairman Anthony opened the meeting at 1:15 p.m.

The Executive Director outlined proposed budget and staff reorganization.

The following motions received unanimous approval of the Committee for presentation to the Commission:

MOTION: Approve the 1978/79 F.Y. Administrative Budget as

shown on page 11, attached.

MOTION: Approve the Aid to Local Government Budget as

presented on page 11 . This action was with

stipulation it be reviewed in December for possible adjustment. The reason for review is to evaluate experience with job-specific reimbursements and

decide on new contract commitments, such as C.S.T.I.

MOTION: Strongly recommend staff reorganization Plan I, as pre-

sented on pages, 13-17.

Note: For Commission information, two reorganization plans were presented. Plan II was simply a fallback position

for 3 divisions should the State Personnel Board not approve

the Career Executive Appointments (CEA).

MOTION: Direct staff to identify outstanding law enforcement

training courses and arrange with agencies, through

inter-agency agreements, to transport the instructors to

any location where other agencies can benefit from the training. The Committee agreed the modular

form of instruction should be continued and is compat-

ible with the above motion.

MOTION: Reduce permanent Administrative Counseling staff as

proposed in Plan I and hire experts from local agencies,

through inter-agency agreements, to assist staff with surveys,

as necessary.

MOTION: Approve Executive Director's continuing negotiations with

Department of General Services for space in the proposed

Department of Justice building. See attached letter, page 10.

Meeting adjourned at 3 p.m.

Memorandum

POST Commission
Budget Review Committee

Date : August 10, 1977

Executive Director

From : Commission on Peace Officer Standards and Training

Subject: Administrative Counseling

During the budget review last year, the Committee indicated a concern for the staffing level of the administrative counseling program. The Executive Director was directed to evaluate the activity and make recommendations for F. Y. 78/79.

After a year's observation of the management services functions, including administrative counseling, the following evaluation and my recommendations concerning these services are presented for your consideration.

Recommendations:

- Reduce the administrative counseling staff by three Law Enforcement Counselor II positions and two support clerks.
- Integrate all management services into the Standards and Training Division to form a "Field Services" Division.
- Within the Field Services Division, create a Management Services Bureau and a Center for Police Management Bureau, each staffed by one Senior Law Enforcement Counselor (Bureau Chief) and four Law Enforcement Counselor II's.
- Whenever there is a need for expert assistance due to unusual workload and/or special technical problems, inter-agency agreements with local law enforcement agencies will be used to temporarily augment POST staff.

Evaluation:

The staff time required for administrative counseling has decreased in the last two years. Obviously many agencies that needed the service have taken advantage of it by now; the Commission policy to

reduce the number of general surveys has had an impact; and the POST staff, because of increased expertise, is able to complete called-for services more quickly.

The 1975/76 fiscal year budget approved 20 positions in the Administrative Counseling Division. The suggested six-position bureau (including clerical) represents a dramatic reduction; however, last year 3 positions were transferred to Standards and Training where there was an obvious need for expanded field services. That reduction did not adversely impact upon our ability to answer field requests. In fact, the backlog was reduced from 30 to 0, and the San Francisco General Survey was conducted without the expenditure of any funds for outside consultants.

This is the kind of operation which must be constantly monitored because the need for the service may change greatly one year to the next. One advantage to be realized by integrating Administrative Counseling into Standards and Training is more flexible use of the counseling staff should there be highs and lows in the workload.

Enclosed is Administrative Counseling Program, Special Report to the Legislature - 1975. The Commission positions as reported to the Legislature at that time are for the most part viable, and I would recommend they be continued as policy. Also enclosed is a statistical report detailing administrative counseling services provided to California enforcement agencies last fiscal year.

Memorandum.

William R. Garlington Executive Director

Date : August 10, 1977

MS File #B77-13

Management Services Division
From: Commission on Peace Officer Standards and Training

Subject: Management Surveys Conducted in 1976-77 Fiscal Year

During the 1976-77 Fiscal Year there were 39 management surveys completed for police departments and 11 completed for sheriffs' departments in the State of California; a total of 50 surveys. A General Survey was conducted in the San Francisco Police Department, all others were designated as Special Surveys.

Attached is a list of the surveys which were completed during the 1976-77 Fiscal Year.

Edward M. Toothman

Director

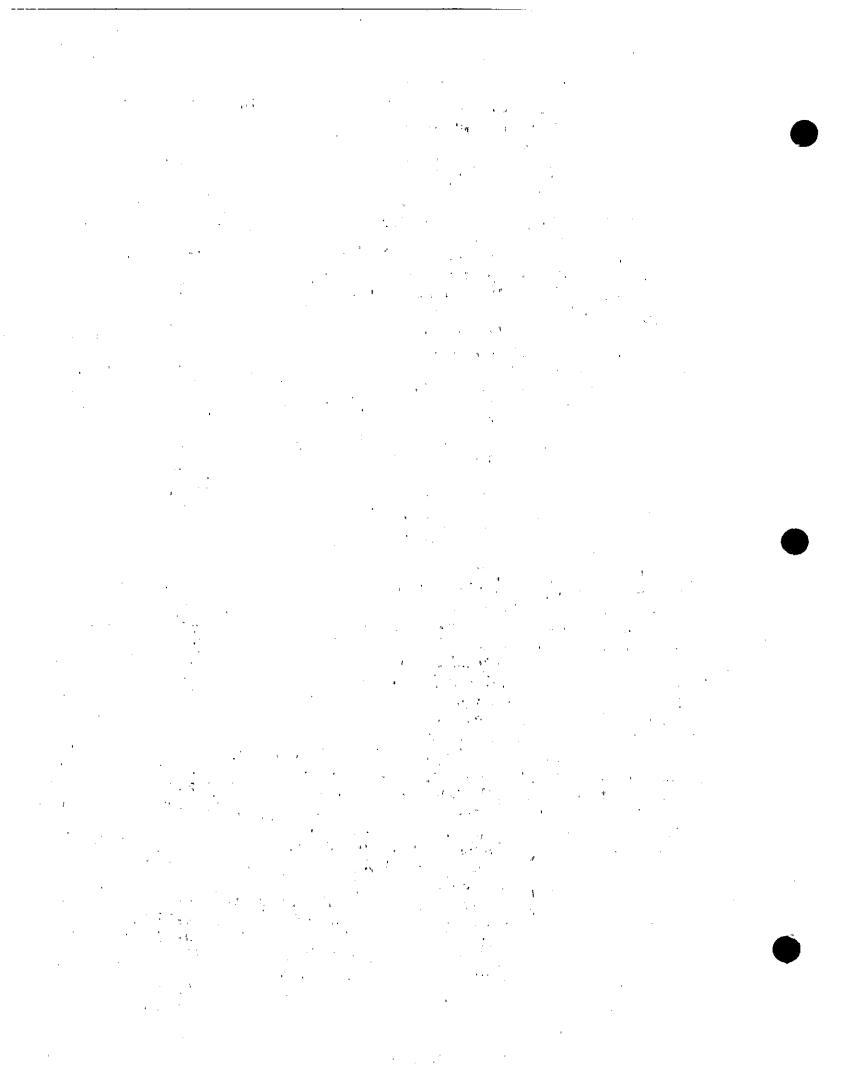
Management Services Division

Enclosure

COMMISSION ON PEACE OFFICERS STANDARDS AND TRAINING -Management Services Division-

Fiscal Year 1976/77

Police Departments	Subject C	ompletion Date
Mariposa	Organization/Records	7-76
Arvin	Personal Consultation	8-76
Foster City	Records/Organization	8-76
Arroyo Grande	Records	9-76
Brawley	Organization	9-76
Napa	Organization/Records/	,
	Workload	9-76
Baldwin Park	Organization	10-76
Corcoran	Organization/Deployment/	
	Records	10-76
Willits	Management Procedures	11-76
Daly City	Communications	12-76
Rio Vista	Personnel Allocation	12-76
San Joaquin	Personnel Allocation/Facility	ies 12-76
South San Francisco	Organization/ Career	
	Development	
Eureka	Investigations	1-77
Rohnert Park	Organization	1-77
South Pasadena	Organization	1-77
Patterson	Organization	1-77
Delano	Records/Property	1-77
Marina	Records/Property/Workload	1-77
El Centro	Organization/Records/Prope	rty 2-77
Foster City	Crime Prevention	2-77
LeMoore	Organization/Facilities	2-77
Morgan Hill	Records	2-77
Palm Springs	Records	2-77
Riverbank	Organization/Records/Prope	erty 2-77
Suisun	Management Procedures	2-77
Beaumont	Personal Consultation	2-77
La Mesa	Records	3-77
Novato	Management Procedures	3-77
Calexico	Management Procedures/	
	Manpower Allocation	4-77
Fowler	Records	4-77
Wasco	Records/Organization/Prope	erty 4-77
Ceres	Organization/Records	4-77
Chino	Records	5-77
Mendota	Organizations/Facilities/	_
	Administration/Operations	2-77



Police Departments	Subject	Completion Date
Hillsborough	Organization	5-77
Bakersfield	Workload	5-77
Rialto	Organization/Records	6-77
Williams	Personal Consultation	6-77
San Francisco	General	6-77
Sheriffs' Department	<u>s</u>	
Fresno	Organization/Manpower	•
	Allocation	8-76
Solano	Organization	9-76
Calaveras	Manpower/Equipment/	
	Facilities	10-76
Trinity	Organization/Manpower	
•	Allocation	10-76
Kern	Organization	2-77
Placer	Organization	2-77
Plumas	Organization/Records	2-77
El Dorado	Organization/Records	3-77
Alameda	Records	4-77
Santa Cruz	Jail Facilities	4-77
Vuha	Property/Fuidence	6-77

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

1978-79 Budget Summary

	Actual 1976-77	Estimated 1977-78	Proposed 1/ 1978-79
Balance available from prior year	\$ 1,690,515	\$ 4,239,549	\$ 3,329,668
Add revenues	13,502,786	12,700,000	12,700,000
Less Expenditures Administrative costs $\frac{2}{\lambda}$ Aid to local governments $\frac{2}{\lambda}$	2,386,2748,567,478	2,457,489	2,341,337
Balance June 30, 1977	\$ 4,239,549	\$ 3,329,668	\$ 2,535,939
1/ Based on reorganization Plan number 1			
2/ Salaries & Wages Operating Expenses & Equipment	<pre>\$ 1,763,422 622,852</pre>	\$ 1,839,685 617,804	\$ 1,702,454 658,883
Total Administrative Costs	\$ 2,386,274	\$ 2,457,489	\$ 2,341,337
2/ Reimbursements Contracts	\$ 7,756,857 810,621	\$10,303,689 848,703*	\$10,352,392 800,000**
Total Aid to Local Government	\$ 8,567,478	\$11,152,392	\$11,152,392
	-		

Schedule of actual and proposed contract contracts

^{**} Estimate of contracts to be written. Specific contractors not identified at this time.

Memorandum

David Janssen, Director Department of General Services

Date : August 5, 1977

From : Commission on Peace Officer Standards and Training

Subject: Department of Justice's Division of Law Enforcement New Facility

The Commission on Peace Officer Standards and Training (POST) is requesting space in the Department of Justice's Law Enforcement Division building which is now being planned for construction.

Our staff will require approximately 16,000 to 20,000 square feet to house 75 to 100 employees. The space should be designed in such a way that all organizational units will be centrally located to each other. This is especially important as we are in the process of establishing an organizational Word Processing Center and computerizing our records system. Our present facility does not allow for maximum efficiency of these centralized functions.

This request has been discussed with the Department of Justice. There is agreement that POST should be at the same location.

Other reasons for relocating include:

- POST was created in 1959 as an integral part of the Department of Justice. The Attorney General is an ex-officio member of the 11-member Commission.
- POST and the Department of Justice's Division of Law Enforcement are engaged in many mutually interdependent functions and activities, especially training. A close relationship is desirable.
- POST is currently organized into four functional areas. The present location of each of these units in a separate building makes them spatially incompatible. This tends to create a sense of separateness within the organization.
- The estimated 1980 move in date will nearly coincide with the termination of our present lease agreement.

I will be happy to provide you with program information as required. Your answer will be appreciated as soon as possible in order to allow for our budget planning needs.

WILLIAM R. GARGINGTON Executive Director

ec: Mike Smith, Long Range Planning

1977-78 Item 357 Aid to Local Government

Contract No.	Name of Contractor and Digest of Contract	Duration	Amount
:77-357-1	Dept. of Justice - To make 10 presentations of the Narcotic Investigation Course - \$96,140 20 presentations of the Narcotic Investigation for Peace Officers \$44,180, and 10 presentation of the Heroin Influence Course \$19,500	7/1/77 - 6/30/78	\$159,820
77-357-2	Dept. of Justice - To make 10 presentations of the Law Enforcement Skills and Knowledge Modular Training Program	7/1/77 - 6/30/78	66,610
77-357-3	State Controller - To provide field auditing services of reimbursement claims	7/1/77 – 6/30/78	45,000
77-357-4	Thomas H. Anderson - To make 4 presentations of the Executive Development Course	8/1/77 - 6/30/78	31,945
77-357-5	Dept. of Water Resources - Microfilming services	7/1/77 - 6/30/78	517
77-357-6	DOJ - Computer feasibility study		10,000
77-357-7	State Personnel Board - Course Evaluation Instruments computer time/printouts		1,000
Comm. approv 7/29/77	ed CA State University, Northridge - To make 5 presentations of Management Course		28,008
Comm. approv 3/25/77	ed CSTI - Contract FY 77-78		360,000
Comm. approve 7/29/77	ed CPOA - 3,500 copies of New Law Man printing and distribution	ual	15,000
Comm. approv 7/29/77	ed CPOA - Develop & presentation of l one-day courses *	6 .	12,320
Tentative	Test development of HUMRRO Development Report) 	120,000
* An addition to local p	nal \$16,500 will be expended for rearticipants.	imbursement	\$850,220

12

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Proposed Reorganization Allocation of Positions

Difference	4 + + 1 3 1 2 4	7	1 + + 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1
Dif	'	ı	
Proposed Organization	1 20 20 20 1 1	38	1 1 3 3 4 4 4
Prior Organization	1400EHHHH	42	11 88 84 10 17 77
Professional Staff	Executive Director Assistant Directors CEA II's Senior Law Enforcement Consultants Law Enforcement Consultant II's Staff Services Manager I Associate Governmental Program Analyst Senior Librarian Accounting Officer II Staff Services Analyst	Total Professional Staff	Graphic Artist Secretary I Senior Stenographers Stenographers Stenographers Stenographers Clerk Typists Clerk Typists Clerk Typists Clerk II's Accounting Technicians Library Technical Assistant Word Processing Technicians Total Clerical Total Clerical

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Program Development Bureau Center for Police Management Management Services Bureau Operations Division Standards & Training Northern Bureau Standards & Training Southern Bureau Standards & Training Headquarters Bureau Legislation Commission on Peace Officer Standards and Training 辉 EXECUTIVE OFFICE 0 × 跘 ы > Program Services Bureau 0 Special Projects G Administration Division POST Advisory Committee Services Bureau Internal Support Bureau Staff 14

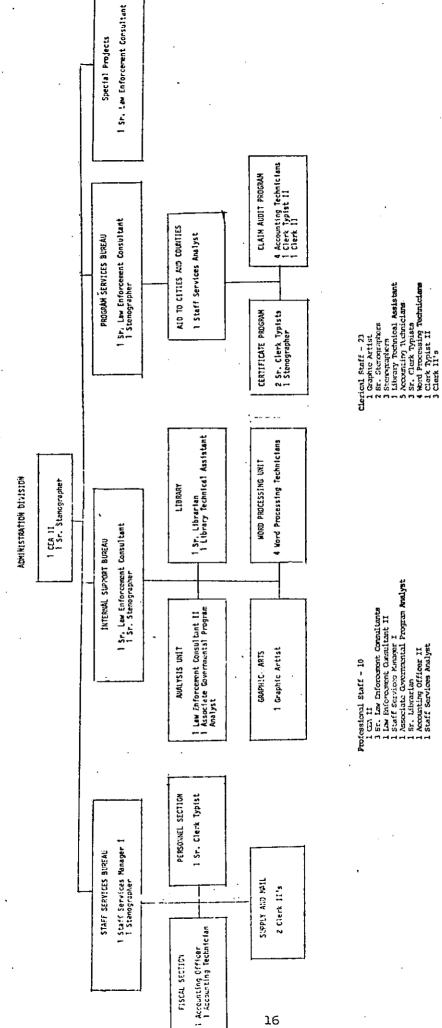
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

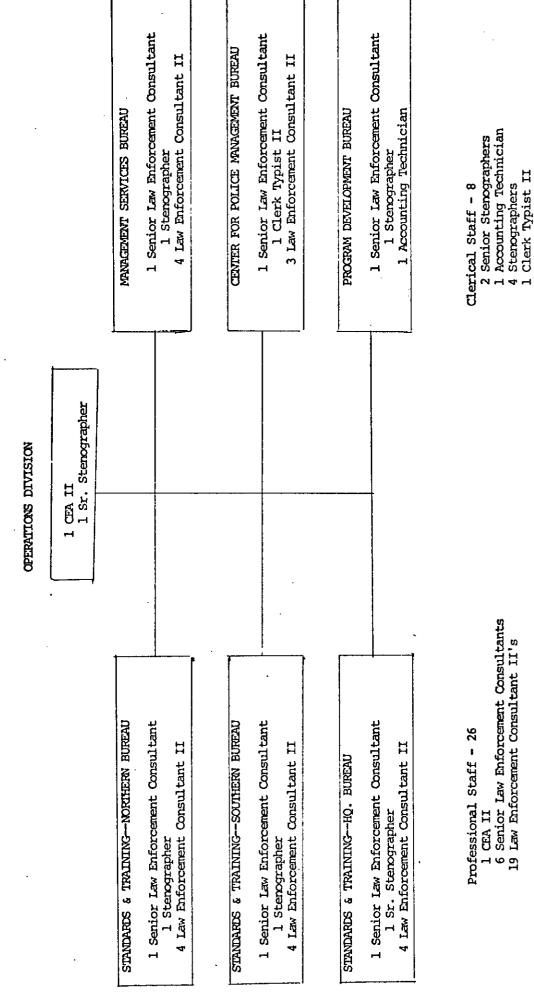
1 Executive Director
1 Secretary I
1 Secretary I
LEGISLATION
1 Senior Law Enforcement Consultant
1 Senior Stenographer

Clerical Staff - 2 1 Secretary 1 1 Sr. Stenographer

Professional Staff - 2
1 Executive Director
1 Sr. Law Enforcement Consultant







COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

1978-79 rossover Budget to Reflect Proposed Reorganization

			Crossover	Budget to Me	Urossover Budget to kellect Froposed keorganization	eorganization				
	Executive Office	Administration	Menagement Services	Standards & Treining	Total	Adjustments See Attached Worksheet	Executive Office	Administration	Field Operations	Total
Personal Services Salamies & Wages Cvertile	\$ 317,832	\$ 242,798 4,260 10,054	\$ 456,267	\$ 488,546	\$1,485,443 4,260 10,054	\$- 97,558	\$ 84,708	\$ 507,031 4,260 10,054	\$ 796,096	\$1,587,885 4,280 10,054
Salary Savings	- 6,210	- 5,029.	- 8,573	9,758	- 29,570	+ 1,922	- 1,614	- 10,172	- 15,862	- 27,648
Staff Benefits	74,152	60,028	. 102,400	116,523	353,103	- 25,200	18,091	122,342	187,470	327,903
Total Fersonal Services	\$ 385,774	\$ 312,111	\$ 530,094	\$ 595,311	\$1,825,290	\$-120,836	\$ 101,185	\$ 633,565	\$ 967,734	\$1,732,45%
Operating Expense Carating Expense Frinting Communications Communications Communications Fravel-in-State Fravel-in-Cal-State F	\$ 40,681 15,574 15,574 26,275 26,575 26,575 27,188 27,188	\$ 24,817 7,416 9,123 6,791 24,098 36,694 9,664	\$ 14,974 10,974 11,834 12,834 12,737 17,742 17,743 17,743 17,743	\$ 13,150 6,864 28,488 83,841 2,947 19,635 56,694	\$ 93,622 69,800 65,277 159,228 9,010 135,894 9,664	6,000	\$ 40,681 15,574 15,832 36,275 2,692 25,188 27,171	\$ 24,817 7,416 9,123 6,791 24,098 36,694 9,664	\$ 28,124 16,810 10,522 10,252 10,252 16,518 72,029	\$ \$400 000 000 000 000 000 000 000 000 000
Sub-total	.\$ 193,413	\$ 118,603	\$ 139,430	\$ 191,617	\$ 643,063	\$- 6,000	\$ 193,413	\$ 118,603	\$ 325,047	\$ 637,063
មីណ្ឌាមួរ ប		590	400	1,130	1,820			290	1,530	1520
Totals	\$ 579,187	\$ 451,004	\$ 669,924	\$ 788,058	\$2,468,173	\$-126,836	\$ 294,598	\$ 752,458	\$1,294,281	\$2,341,537

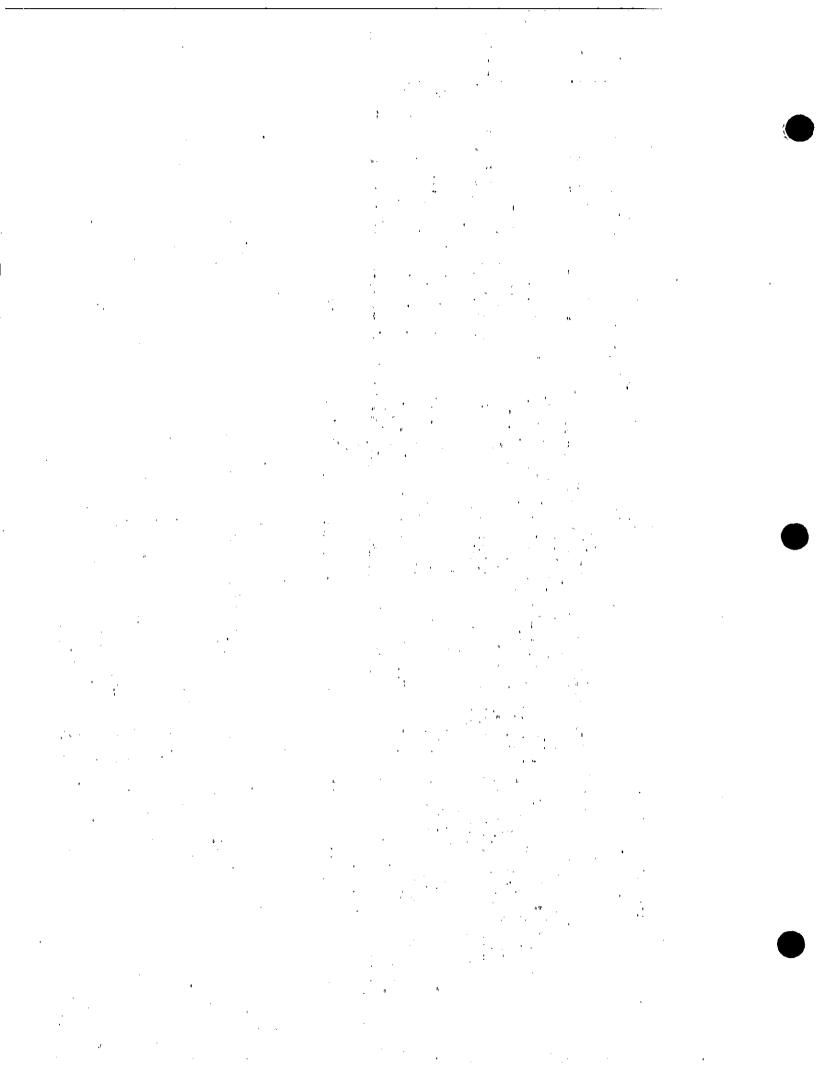
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

1978-79 Schedule of Adjustments to Reflect Reorganization

Total Adjustment	\$- 98,532 + 68,880 + 24,720	- 27,180 - 26,655 - 23,604	- 12,429 - 11,672 + 8,616 - 10,056 - 10,852	- 10,752 - 9,198 + 41,136	\$- 97,558			
Standards & Training	\$- 32,844			:	\$- 32,844 \$+ 29,172	+ 17,083	+ 27,180	- 11,453
Management Services	\$- 52,844 + 54,440	- 27,180 - 26,655 - 23,604	- 10,832	- 9,198	\$- 95,875			- 11,936
Administration	\$+ 34,440		+ 8,616	+ 41,136	\$+ 84,192	+ 19,716	+ 27,180 + 59,760	+ 11,936 + 11,453
Executive Office	\$- 32,844 + 24,720	· ·	- 12,429 - 11,672 - 10,056	- 10,752	\$- 53,033 \$- 29,172	- 19,716 - 17,083	- 27,180 -27,180 -59,760	
	Personal Services Salaries & Wages -3 Assistant Directors +2 CEA II's +1 Sr. Law Enforcement Consultant @ \$2,050 per mo.		Position Number 002 Position Number 002 +1 Clerk II -1 Stenographer - Position Number 001 -1 Sr. Clerk Typist - Position Number 001		-4 Sub-total - adjustment to reduce positions (1) Special Consultant - Position Number 001	(Reclassed LEC 11) Associate Governmental Program Analyst Staff Services Analyst - Position Number (Reclassed LEC II)	R L	(2) Sr. Stenographers Position Number 001 Position Number 002

Schedule of Adjustments to Reflect Reorganization Page 2

	Executive Office	Administration	Management Services	Standards & Training	Total Adjustment
(1) Sr. Librarian - Position Number 001 (1) Library Technical Assistant - Position No. 001 (1) Graphic Artist - Position Number 001		+ 20,016 + 11,760 + 14,820	- 20,016 - 11,760 - 14,820		
Support and staff Administration Division Sub-total adjustment Adjustment to salary savings = 1.971653% of	\$-180,091 \$-233,124 + 4,596	\$+176,641 \$+260,833 - 5,143	\$- 58,532 \$-154,405 + 3,044	\$+ 61,982 \$+ 29,138 - 575	\$ \$ - 97,558 + 1,922
sub-total adjustments Adjustment to retirement = 14.59% of sub-total	- 34,683	+ 37,305	- 22,972	+ 4,335	- 16,015
Adjustment to OASDI = 6.05% of sub-total adjust-	- 14,382	+ 15,469	- 9,526	+ 1,798	- 6,641
ment arter sarary savings adjusted Adjustment to health benefits @ \$55 X number of \$50 \$12 \$12 \$15 \$15 \$15 \$15 \$15 \$15 \$15 \$15 \$15 \$15	966'9 -	+ 9,540	- 5,724	+ 636	- 2,544
Total Adjustment to Personal Services	\$-284,589	\$+518,004	\$-189,582	\$+ 25,332	\$-120,836



1977-78 Estimated Budget

Total	\$1,510,415 4,260 10,054	- 25,415	340,371	\$1,839,685	\$ 88,319 65,848 61,577 150,311 8,500 94,780 128,212 9,117 \$ 606,664 11,140
Standards & Training	\$ 483,695	- 8,132	108,219	\$ 583,782	\$ 12,406 6,475 26,875 79,096 2,780 18,522 34,617 \$ 180,771 4,460
Management Services	\$ 450,405	- 7,116	95,002	\$ 518,291	\$ 14,127 9,383 11,164 30,586 5,180 29,763 53,335 4,632 4,632
Administration	\$ 282,485 4,260 10,054	- 4,829	65,271	\$ 357,241	\$ 23,412 6,996 8,607 6,407 22,734 34,617 9,117 \$ 111,890
Executive Office	\$ 313,830	5,338	71,879	\$ 580,571	\$ 38,374 42,994 14,931 34,222 2,540 23,761 25,643 \$ 182,465 \$ 2,048
	Personal Services Salaries & Wages Overtime Temporary Help	Salary Savings	Staff Benefits	Total Personal Services	Operating Expense General Expense Printing Communications Travel-in-State Travel-out-of-State Facilities Operation Prorated Expense Contractual Services Sub-total Equipment

COMMISSION ON PEACE OFF JER STANDARDS AND TRAINING.

1976-77 Actual Expenditures

	Executive Office	Administration	Management Services	Standards & Training	Total
Personal Services Salaries & Wages Overtime	\$ 214,584	\$ 242,533 1,223 3,495	\$ 441,984	\$ 517,345	\$1,416,246 1,223 34,518
Salary Savings		1	1	ł	{
Staff Benefits Total Fersonal Services	\$ 308,031	\$ 301,845	93,672	\$ 610,874	\$1,756,406
Operating Expense General Expense Communications Travel-in-State Travel-out-of-State Facilities Operation From Excilities Operation From Excilities Operation	\$ 38,374 14,939 14,930 1,374 23,761 23,761 23,289	\$ 51,413 6,996 8,607 6,407 22,734 31,440 2,414	\$ 14,127 9,383 11,164 30,586 29,763 30,276	\$ 12 26,4 26,4 10 20,0 21,4 20,0 21,4 20,0 20,0 20,0 20,0 20,0 20,0 20,0 20	\$ 116,320 65,848 61,576 150,311 2,311 2,444 4,869
Sub-total	\$ 179,252	\$ 150,011	\$ 125,427	\$ 177,642	\$ 612,332
Equipment	4,076	2,050	219	3,581	9,926
Totals	\$ 491,359	\$ 453,906	\$ 661,302	\$ 792,097	\$2,378,664